

**BY ORDER OF THE COMMANDER  
AIR FORCE RESERVE COMMAND**

**AIR FORCE RESERVE COMMAND  
INSTRUCTION 65-602**



**3 AUGUST 2012**

**Financial Management**

**AFRC FINANCIAL MANAGEMENT  
COMMITTEES**

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This instruction implements AFRPD 65-6, *Budget*, paragraph 7.4. It defines staff responsibilities for financial planning/management and execution of allocated funds. It also provides instruction on Financial Management Board (FMB) and Financial Working Group (FWG) participation, method of requesting and approving program changes between scheduled FMB/FWG meetings, and outlines the administration of the command-managed programs (Operating Budget Account Numbers [OBAN] 6251, 6256, 629J, 629K, and 629N), and the HQ AFRC account, OBAN 6295. This instruction applies to Headquarters Air Force Reserve Command (HQ AFRC), all Numbered Air Forces (NAF), Headquarters Air Reserve Personnel Center (HQ ARPC), Readiness Management Group (RMG), Force Generation Center (FGC), and Headquarters United States Air Force Reserve (HQ USAF/RE). This publication may not be supplemented by lower organizational elements. This publication does not apply to the Air National Guard (ANG). Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using Air Force (AF) Form 847, *Recommendation for Change of Publication*; route AF Forms 847 from the field through the appropriate functional's chain of command. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of in accordance with Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS) located at <https://www.my.af.mil/afrims/afrims/afrims/rims.cfm>

See Attachment 1 for a glossary of references and supporting information.

## ***SUMMARY OF CHANGES***

This document has been substantially revised and must be completely reviewed. This version supersedes previous guidance contained in AFRCI 65-602. Major changes include: restructuring of the AFRC Financial Management Board (FMB) and the Financial Working Group (FWG). This revision also updates the office symbols in **Attachments 2, 3, 4, 8, and 9**.

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**1. Background Information.** Financial management is a responsibility and function inherent to all levels of management throughout the Air Force Reserve. The Chief of Air Force Reserve is responsible to Congress and Air Force leadership for the preparation, justification, and execution of the Reserve Personnel Appropriation (RPA), Operation and Maintenance (O&M), and Military Construction (MILCON) budgets for the Air Force Reserve; as well as managing the Full-Time Support Program, and submitting an annual report to Congress on the state of the Air Force Reserve and the ability of the Air Force Reserve to meet its missions. In carrying out these responsibilities, the staffs at the Command, the Reserve Personnel Center, and HQ USAF/RE must collectively plan, direct, coordinate, and review financial programs as part of the larger planning, programming, budgeting, and execution environment within the Air Force and

Department of Defense. This responsibility is accomplished first by delegating budgeting responsibilities for specific areas of financial requirements to designated staff agencies (resource managers) and secondly, by appointing committees to coordinate the efforts of the staff and recommend actions to the commander. The role of financial management is to be the honest broker--estimating the cost of Air Force Reserve programs, developing budget estimates and financial policies, guiding and directing budget justifications, and advising the commander on the administration of all available appropriated funds. Participatory financial management includes the use of resource advisors in each responsibility center and a financial management and working committee structure to advise and assist the commander in the decision-making process. The Air Force Reserve Command's Corporate Structure (AFRC CS) relies on HQ USAF/RE and HQ AFRC/FM to render objective advice on matters dealing with financial requirements and resource allocation. To this end, HQ USAF/RE and HQ AFRC/FM sit as independent advisors to the AFRC CS at the Group, Board and Council levels assisting the managers by assuring fiduciary accounting and control of obligations and providing expense data through the accounting system. Both obligation and expense data are important because each involves distinct, but related aspects of financial management.

**2. Command FMB Membership.** The command FMB voting membership is made up of the Commander as the chairperson, Vice Commander as the alternate chairperson, NAF/CCs, HQ ARPC/CC, HQ USAF/RE Deputy, and HQ AFRC/FM. The advisory members of the FMB are the AFRC and HQ USAF/RE directorates and staff agencies who serve as agents of the commander. Voting and advisory members are shown in [Attachment 2](#).

2.1. Responsibilities of Members. Members consider the needs of the entire Air Force Reserve rather than only those of their functional areas. The major responsibilities of each functional area are shown at [Attachment 4](#). In carrying out these responsibilities, members need to:

2.1.1. Check and validate all command FWG financial recommendations to ensure consideration of all command requirements and policies.

2.1.2. Resolve problems when the command FWG has not been able to reach coordinated solutions.

2.1.3. Establish program trade-offs when available resources are insufficient to cover total needs.

2.1.4. Direct other financial management actions to the command FWG as necessary.

2.2. Scheduling. The chairperson calls meetings, at a minimum, four times per fiscal year (FY). (See [Attachment 5](#).) Additional meetings may be called at the discretion of the chairperson. The Director of Financial Management (FM), in coordination with HQ USAF/REC, should make arrangements for these meetings. The FM staff conducts an FMB pre-brief for the AFRC/CV.

2.3. Recorder Services:

2.3.1. Core agenda items are reflected in [Attachment 7](#). Any changes to the core agenda should be provided to the members at least 3 days before each meeting.

2.3.2. HQ AFRC/FMA records, publishes, and distributes the minutes of FMB meetings and provides each member a copy.

**3. Command FWG Membership.** The command FWG is subordinate to the command FMB and is made up of the AFRC Vice Commander as the chairperson, Director of Staff, HQ USAF/RE directors, NAF/CVs, ARPC/CV, and AFRC directorates and staff agencies who serve as agents of the Commander. The advisory members of the FWG are the HQ USAF/RE division chiefs, command resource advisors, AFRC Corporate Structure (AFRC CS) panel chairs, and NAF and ARPC/FMs. Voting and advisory members are shown in [Attachment 3](#).

3.1. Responsibilities of Members. Members need to look at the broad spectrum of command requirements rather than their own functional areas. In carrying out the primary functions of financial management, members should:

3.1.1. Review USAF program guidance related to the AFRC mission.

3.1.2. Validate requirements of functional area financial managers for submission in the annual financial plan.

3.1.3. Prepare proposed funding distribution based on approved programs ensuring the best possible balance between total dollar needs and availability. The working group recommends distribution of funds by category.

3.1.4. Provide the command FMB with budget estimates, program costs, fund distribution proposals, and status of approved programs for its review and action.

3.1.5. Perform other duties as directed by the command FMB.

3.2. Meetings and Agenda. The chairperson calls meetings, at a minimum, four times per FY. The core agenda items are reflected in [Attachment 7](#). FMA provides any changes to the core agenda items, in writing, to each member at least three workdays before the meeting. If a member is unable to attend, he or she designates an alternate who is authorized to act for and commit his or her staff agency in recommendations to the command FMB.

3.3. MAJCOM Financial Analysis Officer Responsibilities:

3.3.1. Develops budgets and financial plans for appropriations according to instructions from higher authority and with the advice of appropriate staff.

3.3.2. Distributes the budget authorities (with staff participation).

3.3.3. Helps subordinate organizations with programs and funding.

3.3.4. Plans and continuously evaluates subordinate organizations' programs to determine:

3.3.4.1. Actual accomplishments versus planned programs.

3.3.4.2. Availability of resources to meet the rest of approved objectives.

3.3.4.3. Areas in which you need to reprogram to meet plans.

3.3.4.4. Effect on funding of proposed mission program changes and reprogramming actions.

3.3.5. Advises the staff on results of analyses and makes appropriate recommendations.

3.3.6. Adjusts the financial plan according to revised objectives, and when necessary, submits narrative justification for increased or decreased requirements.

3.3.7. Adjusts distribution of amounts within the approved financial plan to meet current requirements.

3.3.8. Monitors the status of the appropriation reimbursement program:

3.3.8.1. Reviews status of customer orders received, rate of unfilled orders, and collection of reimbursements.

3.3.8.2. Recommends revisions to operating budget authorizations based on changes in the amount of customer orders anticipated.

3.3.8.3. Makes proper and timely adjustments for reimbursable orders initially financed under the "Direct Program."

3.3.9. Conducts special studies pertaining to forecasts, projections, or requirement estimates.

3.3.10. Advises the staff on the propriety of proposed uses of financial resources.

3.3.11. Advises, assists, and trains base-level organizations.

3.3.12. Develops policies and procedures for use at MAJCOM and base level to administer operating budgets and financial plans.

3.3.13. Develops emergency operating plans including reporting instructions and requirements for special programs.

3.3.14. Advises and assists the comptroller in developing and implementing a comprehensive financial plan.

3.3.15. Records, publishes, and distributes minutes of FWG meetings and provides each member a copy.

3.4. Commanders' Responsibilities. We encourage representatives of the Numbered Air Force Commanders (NAF/CC), the Air Reserve Personnel Center Commander (ARPC/CC), Headquarters Air Force Reserve Command (HQ AFRC), and Headquarters United States Air Force Reserve staff (HQ USAF/RE), to discuss issues with the FM staff, if necessary, following the FWG, but prior to the FMB, to address any major areas of concern.

3.5. NAF Financial Advisors' Responsibilities. Each NAF financial advisor should establish and maintain an integrated financial management system (for subordinate units) that is used to analyze financial management data and ensure effective development and execution of financial programs. The NAF financial advisors should attend the FWG, meet with their NAF/CC, identify any areas of concern prior to CCs meeting with HQ AFRC/FM staff, and attend the command FMB. The NAF financial advisors are the chief advisors to the NAF/CCs concerning their unit's financial matters.

#### **4. Processing/Approving Changes Between Scheduled Command FWG/FMB meetings:**

4.1. If changes to command financial programs are required between scheduled meetings, members should submit a memorandum to HQ AFRC/FMAO/FMAR detailing complete justification for the unfunded requirement. The justification needs to include alternate funding methods explored and suggested source for funding. If a Snowflake is required, HQ AFRC/FM will submit the requirement to AFRC/CV, who recommends approval/disapproval to the commander, AFRC/CC.

4.2. If the staff request is approved, the originating office provides AFRC/FMA with a copy of the approval package. AFRC/FMA realigns funding within 10 working days of receipt of the approved package.

**5. Additional Financial Management Responsibilities.** The AFR staffs shown in **Attachments 2 and 3** include the membership of both the command FMB and FWG and constitutes the minimum framework of AFRC financial management. The following additional responsibilities apply to the staff offices listed in **Attachment 4**:

5.1. According to AFI 65-601, Vol 2, *Budget Management for Operations*, and Resource Management System (RMS) objectives, all staff offices listed are required to appoint a Command Resource Advisor to monitor command-wide funds in their functional area. This person is the liaison with AFRC/FMA and assists in the formulation of the budget. The chief of each AFRC staff office provides the name of the Command Resource Advisor, in writing, to AFRC/FMA upon initial appointment and as changes occur. The Command Resource Advisor ensures all actions accomplished are coordinated on/or signed at the applicable directorate level. The Command Resource Advisor:

5.1.1. Reviews and validates/updates budget estimates that have been submitted by field units in their functional areas.

5.1.2. Works with FMA on processing changes in requirements during the execution phase of the budget.

5.1.3. Coordinates on e-mails/memos emanating from FMA, or any applicable staff function, to applicable field units which recommend/direct changes in funding policy associated to the Command Resource Advisor's area of responsibility.

5.2. Each applicable AFRC staff function is responsible for all known program changes, conversions, etc., even though the affected units may not be fully informed. All actions which impact AFRC funds should be budgeted for in command financial plans. The AFRC/Financial Analysis Operation and Maintenance Branch (FMAO) for O&M and the AFRC Financial Analysis Reserve Personnel Appropriations Branch (FMAR) for RPA, and for all other appropriations should be notified as early as possible whenever unbudgeted or unfunded requirements surface.

5.2.1. The command FWG reviews requirements and makes recommendations to the FMB. Except as provided for in paragraph 4., the FMB reviews and approves/disapproves funding of new requirements and determines the source of funding or reprogramming actions.

5.3. Appointment as a Command Resource Advisor or membership in either the command FMB or FWG does not confer the authority to directly authorize or approve the obligation of funds.

5.4. Authority to certify availability of funds is vested solely in the host accounting office or persons designated by that office.

5.5. Except as provided for in paragraph 4.1, the command FMB determines the distribution of funds to Air Force Reserve activities.

**6. AFRC Command Programs.** The Director of Staff (DS) chairs the Resource Management Board (RMB) and is responsible for the OBANs identified in paragraphs 6 and 7. Depending

upon specific requirements, these OBANs will execute funds from a variety of appropriations and are generally under the direct supervision of the Chief, Operation and Maintenance Branch within HQ AFRC/FMA. [Attachment 8](#) is a sample list of Command Programs and their OPRs.

6.1. The OBAN Manager or Financial Analysis Officer coordinates with their specific Resource Advisor (RA) to identify program requirements, and communicate these requirements to HQ AFRC/FMAO/FMAR for inclusion in the Command's financial plans. Additionally, the OBAN manager assists the RA in the timely execution of their programs. The specific procedures and processes used to execute these programs are covered in the AFI 65-601, Vol 1, *Budget Guidance and Procedures*.

6.1.1. **6251 – Command Unique Programs:** Executes programs that are centrally managed and funded, which may be applicable to several or all AFRC units. These requirements include, but are not limited to, environmental compliance/conservation, C-5 simulator training, insurance/indemnities, and the Air National Guard/Air Force Reserve Test Center (AATC).

6.1.2. **6256 – Reserve System Requirements:** Executes AFRC's Distributed Mission Operations (DMO) to include the F-16 Multi-Task Trainers and F-16 Training Support System (TRSS), A-10 Full Mission Trainers, C-5 Weapon System Trainers, C-130 H2 and H3 simulators, as well as support for the Distributed Training Operations Center. The program management responsibilities for these requirements normally reside in HQ AFRC/A3TR.

6.1.3. **629J – Command Information Technology Procurement:** Executes Command Information Technology requirements as approved by the Command Chief Information Officer (CIO) Board, to include personnel computer technical refresh, software licensing, other command and control system buys, and automated data processing equipment (ADPE) maintenance and support. The program management responsibilities for these requirements normally reside in HQ AFRC/A6X.

6.1.4. **629K – Command-sponsored PCS (AGRs/ARTs) and MEPS Recruiting Support:** Executes the cost associated with command-sponsored permanent change of station (PCS) for Active Guard/Reserve (AGR) and Air Reserve Technician (ART) personnel, as well as the Military Entrance Processing Station (MEPS) program. Requirements for these programs are in HQ AFRC/A1C/RS.

6.1.5. **629N – HQ AFRC Support and Miscellaneous Appropriations:** Executes command programs not specifically identified to other OBANs.

## 7. HQ AFRC Account (OBAN 95):

7.1. Each AFRC staff office monitors costs related to operation of its functional area in the AFRC headquarters. These costs and related funding are collected in the HQ AFRC account (OBAN 95). OBAN 95 executes requirements supporting the HQ AFRC staff, the Force Generation Center (FGC), and the following units: 94 APS, 622 ASTS, 55 CBCS, and 622 FSS. These requirements include: estimating staff TDY requirements, management of approved TDY dollars, and all other costs relating to day-to-day operations of the applicable HQ AFRC office.



7.2. Each director and head of special staff office (responsibility center manager) that does not personally monitor his or her financial program should appoint an RA to perform the above tasks. Provide the name of the RA, in writing, to AFRC/FMAH upon initial appointment and as changes occur. (RAs for OBAN 95 may or may not be the same as those appointed according to paragraph 5.1) Specific RA responsibilities are contained in AFI 65-601, Vol 2, *Budget Management for Operations*. It is critical that directors are kept abreast of their operation and maintenance (O&M) budgets. Responsibility Center Managers (RCM) must work closely with their appointed RA, who is their liaison with the HQ AFRC budget staff. All correspondence regarding financial plans, operating budget submissions; AF Forms 9, *Request for Purchase*; AF Forms 616, *Fund Cite Authorization*; DD Forms 448, *Military Interdepartmental Purchase Request*; reprogramming actions, etc., must be signed or coordinated on by the directors or assistants.

## **8. Resource Management Board (RMB):**

8.1. AFPD 65-6 requires that commanders at all levels establish and maintain financial management structures to determine funding priorities, to approve financial plans, and to ensure that funding resources are allocated and executed legally, effectively, and efficiently. Therefore, the centrally managed command programs and the headquarters account (OBAN 95) are managed through a different board called the Resource Management Board (RMB) to differentiate from the MAJCOM Financial Management Board (FMB). The Resource Management Board (RMB) is chaired by the Director of Staff (DS) and includes heads of each staff agency and/or their appointed RAs ([Attachment 9](#)). They should meet at least once each fiscal quarter to plan and review financial programs relating to the command programs and headquarters account. The chairperson should notify members of the meetings and provide an agenda at least three workdays before the meeting. Specific responsibilities of the board are:

8.2. Validate annual and quarterly requirements for submission to HQ AFRC/FMA and inclusion in the AFRC command budget.

8.3. Validate distribution of funding authorization by element of expense/investment code (EEIC) based on approved program.

8.4. Review status of funds, approve funds realignment actions, and validate and set up priorities for unfunded requirements to be submitted to AFRC/FMAO/FMAR for review by the Command FWG and FMB.

8.5. Recorder Services. HQ AFRC/FMAH records, publishes, and distributes minutes of RMB meetings and provides a copy to each member.

8.6. Training. HQ AFRC/FMAH and Budget Officers for Command OBANs provide initial resource management training to newly appointed RAs and follow-on training to all members as required.

CHARLES E. STENNER, JR., Lt General, USAF  
Commander



**Attachment 1****GLOSSARY OF REFERENCES AND SUPPORTIVE INFORMATION*****References***

AFPD 65-6, *Budget*, 01 May 1998

AFI 65-601, Volume 1, *Budget Guidance and Procedures*, 03 Mar 2005

AFI 65-601, Volume 2, *Budget Management for Operations*, 21 Oct 1994

***Adopted Forms***

AF Form 1768, *Staff Summary Sheet*, 01 Sep 1984

AF Form 9, *Request for Purchase*, 19 Sep 2006

AF Form 616, *Fund Cite Authorization (FCA)*, 01 April 1989

AF Form 847, *Recommendation for Change of Publication*, 22 Sep 2009

DD Form 448, *Military Interdepartmental Purchase Request*, Jun 1972

***Abbreviations and Acronyms***

**AATC**—Air National Guard/Air Force Reserve Test Center

**ACMI**—Air Combat Maneuvering Instrumentation

**ADPE**—Automated Data Processing Equipment

**A&E**—Architectural and Engineering

**AFCESA**—Air Force Civil Engineering Support Agency

**AFI**—Air Force Instruction

**AFRC**—Air Force Reserve Command

**AFRC CS**—Air Force Reserve Command Corporate Structure

**AFSO21**—Air Force Smart Operations for the 21st Century

**AGR**—Active Guard and Reserve

**ANG**—Air National Guard

**AOA**—Angle of Attack

**APS**—Aerial Port Squadron

**ARPC**—Air Reserve Personnel Center

**ASTS**—Aeromedical Staging Squadron

**AVPOL**—Aviation Petroleum, Oils and Lubricants

**BA**—Budget Activity

**BEAMS**—Base Engineering Automated Management System

**BRAC**—Base Realignment and Closure

**CBCS**—Combat Communications Squadron  
**CBRNE**—Chemical, Biological, Radiological, Nuclear, Explosive  
**CE**—Civil Engineering  
**CID**—Comprehensive Interior Design  
**CIO**—Chief Information Officer  
**CMAS**—Command Man-day Allocation System  
**CPFH**—Cost Per Flying Hour  
**DMS**—Defense Messaging Center  
**DoD**—Department of Defense  
**DPEM**—Depot Purchased Equipment Maintenance  
**DS**—Director of Staff  
**DTF**—Development Training Flight  
**EEIC**—Element of Expense/Investment Code  
**E&I**—Engineering and Installation  
**ERA**—Environmental Restoration Account  
**FASCAP**—Fast Pay Back Capital  
**FFS**—Force Support Squadron  
**FGC**—Force Generation Center  
**FMB**—Financial Management Board  
**FSRM**—Facilities, Sustainment, Restoration, and Modernization  
**FWG**—Financial Working Group  
**FY**—Fiscal Year  
**GCCS**—Global Command and Control System  
**GPC**—Government-Wide Purchase Card  
**IMA**—Individual Mobilization Augmentee  
**IT**—Information Technology  
**JCS**—Joint Chiefs of Staff  
**KP**—Kitchen Patrol  
**LAN**—Local Area Network  
**MAJCOM**—Major Command  
**MCP**—Military Construction Program  
**MEPS**—Military Entrance Processing Station

**MILCON**—Military Construction  
**MPA**—Military Personnel Appropriation  
**NAF**—Numbered Air Force  
**NMUSAF**—National Museum of the United States Air Force  
**OB**—Operating Budget  
**OBAN**—Operating Budget Account Number  
**O&M**—Operation and Maintenance  
**ORF**—Official Representation Funds  
**PC**—Personal Computer  
**PCS**—Permanent Change of Station  
**PEC**—Program Element Code  
**POC**—Point of Contact  
**POM**—Program Objective Memorandum  
**Prime BEEF**—Base Engineer Emergency Force(s)  
**Prime RIBS**—Readiness in Base Services  
**RA**—Resource Advisor  
**RAS**—Reserve Airlift Support  
**REOTS**—Regional Equipment Operators Training Site  
**RCM**—Responsibility Center Manager  
**RMG**—Readiness Management Group  
**RMB**—Resource Management Board  
**RMS**—Resource Management System  
**RPA**—Reserve Personnel Appropriation  
**RPIE**—Real Property Installed Equipment  
**RSPTS**—Reserve Support Squadron  
**SABER**—Simplified Acquisition of Base Engineering Requirements  
**UFR**—Unfunded Requirement  
**UTTR**—Utah Test and Training Range  
**VTC**—Video Teleconferencing  
**WAN**—Wide Area Network

**Attachment 2****COMMAND FMB VOTING/ADVISORY MEMBERSHIP**

The Command FMB voting membership is as follows:

- Commander, HQ AFRC (CC), Chairperson
- Vice Commander, HQ AFRC (CV), Alternate Chairperson
- HQ USAF/RE Deputy
- Commander, HQ 4 AF (CC)
- Commander, HQ 10 AF (CC)
- Commander, HQ 22 AF (CC)
- Commander, HQ ARPC (CC)
- Comptroller and Director of Financial Management (FM)

The Command FMB advisory membership is as follows:

- HQ USAF/RE Directors
- Commander, Force Generation Center (CC)
- Commander, RMG (CC)
- Director of Staff (DS)
- Director of Manpower, Personnel and Services (A1)
- Director of Intelligence, Surveillance and Reconnaissance (A2)
- Director of Air, Space, and Information Operations (A3)
- Director of Logistics (A4)
- Director of Strategic Plans, Programs and Requirements (A5/A8)
- Director of Communications (A6)
- Director of Installations and Mission Support (A7)
- Director of Analyses, Assessment, Lessons Learned and AFSO21 (A9)
- Command Chaplain (HC)
- Director of Historical Services (HO)
- Inspector General (IG)
- Director of Information Protection (IP)
- Staff Judge Advocate (JA)
- Director of Public Affairs (PA)
- Director of Recruiting (RS)
- Director of Safety (SE)
- Command Surgeon (SG)
- AFRC CS Panel Chairs

Non-Voting: Recorder, Chief, Financial Analysis Division (HQ AFRC/FMA)

**Attachment 3****COMMAND FWG VOTING/ADVISORY MEMBERSHIP**

The Command FWG voting membership is as follows:

Vice Commander, HQ AFRC (CV), Chairperson  
Director of Staff (DS)  
HQ USAF/RE Directors  
Vice Commander, 4 AF (CV)  
Vice Commander, 10 AF (CV)  
Vice Commander, 22 AF (CV)  
Vice Commanders, ARPC (CV)  
Commander, Force Generation Center (CC)  
Commander, Readiness Management Group (RMG) (CC)  
Director of Manpower, Personnel and Services (A1)  
Director of Intelligence, Surveillance and Reconnaissance (A2)  
Director of Air, Space, and Information Operations (A3)  
Director of Logistics (A4)  
Director of Strategic Plans, Programs and Requirements (A5/A8)  
Director of Communications (A6)  
Director of Installations and Mission Support (A7)  
Director of Analyses, Assessment, Lessons Learned and AFSO21 (A9)  
Comptroller and Director of Financial Management (FM)  
Command Chaplain (HC)  
Director of Historical Services (HO)  
Inspector General (IG)  
Director of Information Protection (IP)  
Staff Judge Advocate (JA)  
Director of Public Affairs (PA)  
Director of Recruiting (RS)  
Director of Safety (SE)  
Command Surgeon (SG)

The Command FWG advisory membership is as follows:

Deputy Commander, Force Generation Center (CV)  
HQ USAF/RE Division Chiefs  
Command Resource Advisors  
AFRC CS Panel Chairs  
NAF Financial Advisors (4 AF/FM, 10 AF/FM, and 22 AF/FM)  
ARPC Financial Advisor (ARPC/FM)

Non-Voting: Recorder, Chief, Financial Analysis Division (HQ AFRC/FMA)

**Attachment 4****FUNCTIONAL AREA RESPONSIBILITIES****A4.1. Directorate of Manpower, Personnel and Services (A1):**

A4.1.1. Operation & Maintenance (O&M), Air Force Reserve (AFR) (Appropriation 3740):

- Civilian pay
- Civilian strength forecasts
- Civilian over hire authorizations
- Civilian PCS moves
- TDY costs related to civilian training
- Personnel services and related costs
- Education services for civilian personnel
- Education services for military personnel
- Cash awards to military personnel
- Cash awards to civilian personnel
- Command retention function
- Manpower programs and forecasts
- Mortuary services
- Contract lodging
- Transient quarters charges
- Contract Kitchen Patrol (KP) services
- Prime Readiness in Base Services (RIBS) school
- Sexual Assault Prevention and Response Program (SAPR)

A4.1.2. Reserve Personnel Appropriation (RPA) (Appropriation 3700):

- Centrally managed schools
- Seasoning Training Program (STP)
- Progression Training – Aircrew
- Bonus Program
- Inactive Duty Training Travel Entitlements (Critical Career Fields)
- Inactive Duty for Training
- Military Funeral Honors
- Active Guard and Reserve (AGR) Program

A4.1.3. Military Personnel Appropriation (MPA) (Appropriation 3500):

Command Man-day Allocation System (CMAS) for man-day tracking

A4.1.4. Defense O&M (Appropriation 0100):

- Star Base Program
- Innovative Readiness Training (IRT)

**A4.2. Directorate of Intelligence, Surveillance, and Reconnaissance (A2):** Intelligence activities

**A4.3. Directorate of Air, Space, and Information Operations (A3):**

A4.3.1. O&M, AFR (Appropriation 3740):

Counterdrug Program  
 Chemical, Biological, Radiological, Nuclear, Explosive (CBRNE)–aircrew flight equipment  
 Flying-hour forecasts  
 Temporary duty (TDY) (related to operations and training - flying)  
 Range use  
 Exercise/deployment schedule projections  
 Reserve Airlift Support (RAS)  
 Weapon System Simulators (operation and sustainment)

A4.3.2. RPA (Appropriation 3700):

Reserve Airlift Support  
 Deployment Review Board (DRB) Commercial Transportation (Exercise/deployment  
 schedule projections) Counter Drug Program  
 HQ Support Account  
 Aircrew Seasoning Training Program (STP)

A4.3.3. Commercial ticketing for Joint Chiefs of Staff (JCS) exercises (Appropriation 0100).

**A4.4. Directorate of Logistics (A4):**

A4.4.1. O&M Air Force Reserve (Appropriation 3740):

Cost-Per-Flying Hour Program (CPFH)  
 Rental of vehicles  
 Contractual maintenance of motor vehicles  
 Transportation of materiel  
 Non-temporary storage  
 Contractual maintenance of equipment  
 Aviation Petroleum, Oils and Lubricants (AVPOL)  
 Nonmedical supplies and materiel  
 Nonmedical equipment  
 Weapon System Sustainment (WSS) (includes Depot Purchased Equipment Maintenance  
 (DPEM); Contract Logistics Support (CLS); and Sustaining Engineering (SE))  
 Other Depot Purchased Equipment (Non-Reimbursable)  
 Support equipment  
 Chemical, Biological, Radiological, Nuclear, Explosive (CBRNE) – (C1 mobility bags)  
 Transportation Proficiency Center

A4.4.2. Other Procurement (Appropriation 3080):

Investment equipment, non-medical

A4.4.3. RPA (Appropriation 3700):

Transportation Proficiency Center  
 HQ Support Account  
 Uniform Program

A4.4.4. Reserve Equipment (Appropriation 0350) (for equipment authorization): As applicable.

**A4.5. Directorate of Strategic Plans, Programs, and Requirements (A5/A8):**



A4.5.1. O&M, AFR (Appropriation 3740):

Programming actions

Other contractual services involving labor

A4.5.2. RPA (Appropriation 3700):

HQ Support Account

Programming Actions

A4.5.3. Other Procurement (Appropriation 3080):

Fast Pay Back Capital (FASCAP) investment items

A4.5.4. Reserve Equipment (Appropriation 0350): OPR for HQ AFRC.

A4.5.5. Base Realignment and Closure (BRAC) (Appropriation 0510).

**A4.6. Directorate of Communications (A6):**

A4.6.1. O&M, AFR (Appropriation 3740):

Printing and reproduction

Rental of communications-computer equipment

Communications-computer systems contractual services

Communications-computer systems management

Contract maintenance of government-owned communications-computer equipment

A4.6.2. O&M, Air Force (Appropriation 3400):

PEC 33150 – Global Command and Control System (GCCS)

A4.6.3. RPA (Appropriation 3700):

HQ Support Account

A4.6.4. Other Procurement, Air Force (Appropriation 3080):

Electronic and telecommunication equipment

Land Mobile Radios (LMR)

Telephone switches

Network infrastructure

**A4.7. Directorate of Installations and Mission Support (A7):**

A4.7.1. O&M, AFR (Appropriation 3740):

Leased real property and temporary trailer rentals

Purchased utilities

Facilities, Sustainment, Restoration, and Modernization (FSRM)

Chemical, Biological, Radiological, Nuclear, Explosive (CBRNE)

Simplified Acquisition of Base Engineering Requirements (SABER) contracts

In-house projects exceeding minimum dollar amount established (tenant units)

Real Property Installed Equipment (RPIE)

Custodial services

Architectural and Engineering (A&E) services

Rental of Civil Engineering (CE) equipment

Utility fuels  
 Engineering and services supplies  
 Commercial laundry  
 Other engineering services/contracts  
 Base Engineering Automated Management System (BEAMS) reimbursements  
 Regional Equipment Operators Training Site (REOTS) (also applicable to RPA)  
 Prime BEEF AFCEA mobility exercises (also applicable to RPA)  
 Environmental compliance  
 Environmental conservation, pollution, and prevention  
 Security Forces supplies/equipment  
 Comprehensive Interior Design (CID) for wings and units  
 Furniture for wings and units  
 Government-Wide Purchase Card (GPC)

A4.7.2. O&M, Air Force (Appropriation 3400):

Program Element Code (PEC) 78008 - Environmental Restoration Account (ERA)  
 PEC 91296 - Forest Management

A4.7.3. Military Construction Program (MCP), AFRC (Appropriation 3730).

A4.7.4. RPA (Appropriation 3700):

HQ Support Account

A4.7.5. Real Property Maintenance--Quality of Life Enhancement (Appropriation 0839).

A4.7.6. Disposal of DoD Real Property (Appropriation 5188).

A4.7.7. Leased DoD Real Property (Appropriation 5189).

**A4.8. Directorate of Analyses, Assessment, Lessons Learned and AFSSO21 (A9):** Analyses, Lessons Learned and Process Improvement (AFSSO21)

**A4.9. Directorate of Historical Services (HO):**

A4.9.1. O&M, AFR (Appropriation 3740):

AFRC Heritage Hall  
 National Museum of USAF (NMUSAF) loaned artifacts  
 AF Art Program loaned artwork  
 Multimedia heritage exhibits

A4.9.2. RPA (Appropriation 3700):

HQ Support Account

**A4.10. Directorate of Health Services (SG):**

A4.10.1. O&M, AFR (Appropriation 3740): All medical.

A4.10.2. Other Procurement (Appropriation 3080):

Medical investment equipment

A4.10.3. RPA (Appropriation 3700):

HQ Support Account

Line of Duty (LOD)

A4.10.4. Defense Health Program (Appropriation 0130).

**A4.11. Office of Public Affairs (PA):**

A4.11.1. O&M, Air Force (Appropriation 3400):

PEC 91515 – Official Representation Funds (ORF); field functions

A4.11.2. O&M, AFR (Appropriation 3740):

Citizen Airman Magazine

Audiovisual education/presentation services

A4.11.3. RPA (Appropriation 3700):

HQ Support Account

**A4.12. Directorate of Financial Management (FM):**

A4.12.1. O&M, AFR (Appropriation 3740):

Rental of other equipment

Reimbursements to other services

Miscellaneous contractual services (airport user fees, registration fees, etc., excluding

Recruiting advertising contract)

Travel/transportation

Contract-operated installations

Cost-Per-Flying hour Program (jointly with A3/A4)

AVPOL (jointly with A4)

CBRNE (jointly with A3, A4, and A7)

Environmental Compliance (jointly with A7)

OBAN 6295 - Headquarters Account

OBAN 6251 - Command Unique Programs

OBAN 6256 - Reserve Systems Requirements

OBAN 629J – Command Computer Buys

OBAN 629K – Command Relocation Program for Air Reserve Technicians (ARTs), PCS moves for Recruiting and Active Guard and Reserve (AGRs), and Recruiting O&M programs

OBAN 629N – Headquarters Support – Miscellaneous Programs

A4.12.2. O&M, Air Force (Appropriation 3400):

PEC 33150 - Global Command and Control System (GCCS) (jointly with A6)

PEC 78008 – Environmental Restoration Account (ERA) (jointly with A7)

PEC 91515 – Official Representation Funds (ORF) (jointly with PA)

A4.12.3. RPA (Appropriation 3700):

OBAN 6295 HQ Account

HQ Support Account

OBAN 629K – Command Relocation Program for Air Reserve Technicians

OBAN 629N – Miscellaneous Programs

Travel and Transportation  
AFRC AGR Support Requirement  
Selective Service Reimbursement

A4.12.4. Military Personnel Appropriation (MPA) (Appropriation 3500): As applicable.

A4.12.5. Other Procurement, Air Force (Appropriation 3080) (jointly with A6):

Electronic and telecommunication equipment  
Land Mobile Radios (LMR)  
Telephone switches  
Network infrastructure

**A4.13. Directorate of Recruiting (RS):**

A4.13.1. O&M, AFR (Appropriation 3740): All financial programs pertaining to Recruiting.

A4.13.2. RPA (Appropriation 3700):

HQ Support Account  
Development Training Flight (DTF)

**Attachment 5****FMB/FWG ANNUAL RECOMMENDED SCHEDULE**

<b>TIME FRAME</b>	<b>PURPOSE</b>
<b>1st Fiscal Quarter</b>	Review/approve OB submission. When funding becomes available, distribute initial funding; prepare obligation outlay plan; review/validate quarterly obligation requirements' brief status of RMS training; document reprogramming actions.
<b>2nd Fiscal Quarter</b>	Review prior quarter status of funds; review/validate quarterly obligation authority requirements; brief status of RMS training; document reprogramming actions; prepare/update unfunded requirements list.
<b>3rd Fiscal Quarter</b>	Review prior quarter status of funds; review/validate quarterly obligation authority requirements; review/ approve financial plan; brief status of RMS training; document unit reprogramming actions; validate and prioritize unfunded requirements for submission to HQ AFRC/FMA.
<b>4th Fiscal Quarter</b>	Year-end closeout; prepare/update unfunded requirements list; brief status of RMS training.

**Attachment 6****FORMAT FOR FINANCIAL COMMITTEE MINUTES****A6.1. Place/Time:**

**A6.2. Members Present:** Indicate grade, name, and office symbol. Identify chairperson and recorder.

**A6.3. Members Absent:** Indicate grade, name, and office symbol.

**A6.4. Others Present:** Indicate grade, name, and office symbol. When nonmembers attend as an alternate for an appointed member, please designate.

**A6.5. Purpose of Meeting:** For example, review annual operating budget (OB) submission; review status of funds--obligations versus annual program; discuss reprogramming of funds; discuss and prioritize unfunded requirements; provide Resource Management (RM) training to Responsibility Center Managers (RCM) and Resource Advisors (RA), etc.

**A6.6. Discussion:** Include in the minutes, as appropriate, a discussion of areas briefed contained in [Attachment 4](#). **Also, include discussion of any other subjects which impact unit or command funding.**

**A6.7. Signature:** The Financial Analysis Officer (recorder) and the commander or Reserve Numbered Air Force Chief of Staff (chairperson) signs.

**Attachments--as applicable, for example:**

-- Status of Funds

-- Listing of Unfunded Requirements

**Attachment 7****FMB/FWG CORE AGENDA ITEMS****A7.1. O&M (direct and reimbursements):**

## A7.1.1. Budget Activity (BA) 01:

Civilian Pay

Weapon System Sustainment (WSS) (includes Depot Purchased Equipment Maintenance (DPEM); Contract Logistics Support (CLS); and Sustaining Engineering (SE))

Cost-Per-Flying Hour Program

AVPOL

Facilities, Sustainment, Restoration, and Modernization (FSRM)

## A7.1.2. Budget Activity (BA) 04:

HQ USAF/RE Programs

HQ AFRC Programs

ARPC Programs

Numbered Air Forces (NAF)

Recruiting Activities/Advertising

## A7.1.3. NAF Breakout.

## A7.1.4. AFRC Commodity Breakout.

**A7.2. RPA: Unit Programs**

Individual Mobilization Augmentee (IMA) Program

Full-time Active Duty Program

NAF Breakout



## Attachment 8

## SAMPLE LIST OF COMMAND-FUNDED PROGRAMS

	(OBANS 6251, 56, 9J, 9K, AND 9N)	
OBAN	PROGRAM	STAFF RESOURCE ADVISOR
51	AFRC Medical Readiness Training	Directorate of Health Services (SG)
51	Air Combat Maneuvering Instrumentation (ACMI) Training	Directorate of Space and Information Operations (A3)
51	Citizen Airmen Magazine	Directorate of Public Affairs (PA)
51	Command-directed Environmental Compliance, Conservation, and Pollution Prevention	Directorate of Installations and Mission Support (A7)
51	High Angle of Attack (AOA)	Directorate of Space and Information Operations (A3)
51	Insurance Claims and Indemnities	HQ USAF/A1PA
51	NCO Leadership Development Training	Directorate of Manpower, Personnel and Services (A1)
51	Propellant Nitrogen and Gaseous Argon	Directorate of Logistics (A4)
51	Reserve Administration Overhead at AATC	Directorate of Strat Plans, Programs, Requirements (A5A8)
51	Utah Test and Training Range (UTTR)	Directorate of Space and Information Operations (A3)
51	ANG/AFRC Test Center (AATC)	Directorate of Strat Plans, Programs, Requirements (A5A8)
51 and 56	Flight Simulator Training (C-130, C-5, F-16, and A-10)	Directorate of Space and Information Operations (A3)
56	F-16 Training Support Systems (TRSS)	Directorate of Space and

		Information Operations (A3)
56	PC Mission Planning	Directorate of Space and Information Operations (A3)
9J	Defense Message System (DMS)	Directorate of Communications (A6)
9J	Engineering and Installation (E&I)	Directorate of Communications (A6)
9J	LAN/WAN/ADPE	Directorate of Communications (A6)
9J	Video Teleconferencing (VTC)	Directorate of Communications (A6)
9J	Command Information Technology Buys	Directorate of Communications (A6)
9J	Information Technology (IT) Enterprise Contract	Directorate of Communications (A6)
9K	PCS (Statutory Tours) for ARTS, AGRs, and Recruiting Support	Directorate of Manpower, Personnel and Services (A1)
9K	Relocation Services	Directorate of Manpower, Personnel and Services (A1)
9N	HQ AFRC Support-Miscellaneous Programs	HQ AFRC/FMA Special Projects
9N	Global Command and Control System (GCCS)	Directorate of Communications (A6)

**Attachment 9****RESOURCE MANAGEMENT BOARD (RMB) VOTING MEMBERSHIP**

The RMB membership will consist of the following Resource Center Managers (RCM) or their appointed Resource Advisors (RA) as follows.

Director of Staff (DS), Chairperson  
Deputy Commander, Force Generation Center (CV)  
Director of Manpower, Personnel and Services (A1)  
Director of Intelligence, Surveillance and Reconnaissance (A2)  
Director of Air, Space, and Information Operations (A3)  
Director of Logistics (A4)  
Director of Strategic Plans, Programs and Requirements (A5/A8)  
Director of Communications (A6)  
Director of Installations and Mission Support (A7)  
Director of Analyses, Assessment, Lessons Learned and AFSO21 (A9)  
Comptroller and Director of Financial Management (FM)  
Command Chaplain (HC)  
Director of Historical Services (HO)  
Inspector General (IG)  
Director of Information Protection (IP)  
Staff Judge Advocate (JA)  
Director of Public Affairs (PA)  
Director of Recruiting (RS)  
Director of Safety (SE)  
Command Surgeon (SG)  
55 CBCS (Senior ART)  
94 APS (Senior ART)  
622 ASTS (Senior ART)  
622 FSS (Senior ART)

The RMB advisory membership is as follows:

OBAN 6295, 6251, 6256, 629J, 629K, and 629N Budget Officers and Analysts

Non-Voting: Recorder, HQ AFRC/FMAH